

Federal Emerging Leader Development Course

8 March 2022

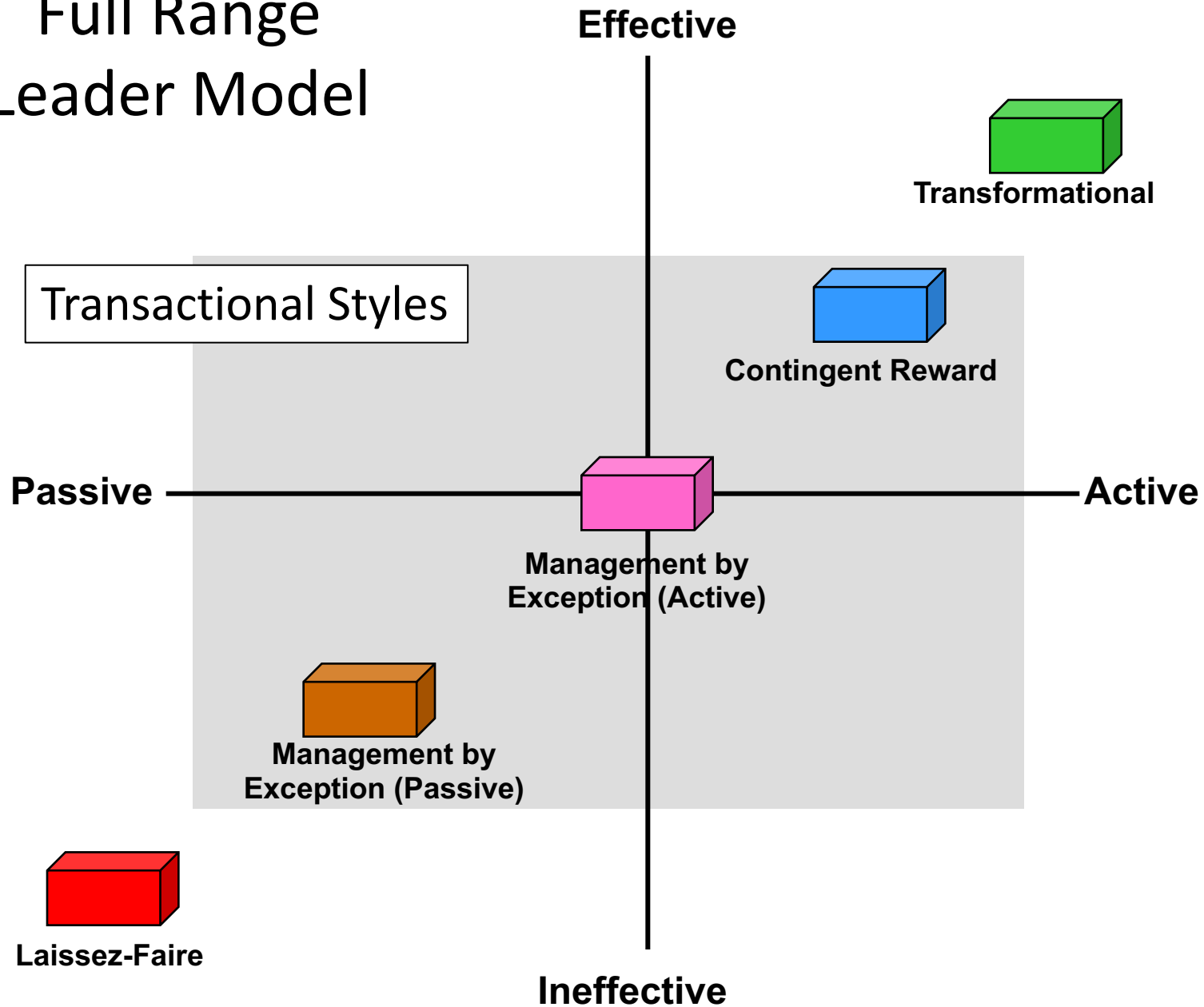
Exploring Theory / Styles

Servant Leadership

Situational Leadership

Transformational Leadership

Full Range Leader Model



Full Range Leader Model

Laissez-faire leadership is not really a leadership. Development and performance of their followers is someone else's responsibility, avoid making decisions, tend to withdraw from the leadership role, and let others do as they please.

Passive MBE is somewhat laissez-faire intervention when something goes wrong and corrective action is needed. Avoid unnecessary change and create an environment that does not support innovation.

Active MBE pays very close attention to standards and are on the lookout for mistakes or deviations from what is expected. Like Passive MBE, Active MBE emphasizes the recognition of failure – and then its correction

Contingent Reward is classic transactional style leadership. The leader sets clear goals and exchanges rewards and recognition for accomplishments.

Leadership Styles & Models

Servant Leadership

This term, coined by Robert Greenleaf in the 1970s, describes a leader who is often not formally recognized as such. When someone, at any level within an organization, leads simply by virtue of meeting the needs of his or her team, he or she is described as a “servant leader”.

Servant Leader

“The servant-leader is servant first...

Then a

Conscious choice to *aspire to lead.*” ...

“to make sure that other people’s highest priority needs are being served...”

Then the Test

“Do those served grow as persons?”

Important

Servant leadership is about focusing on other people's needs – **not** their feelings. Don't avoid making unpopular decisions or giving team members corrective feedback when this is needed.

Servant Leader

A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong.

The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.

According to Larry C. Spears, former president of the Robert K. Greenleaf Center for Servant Leadership, these are the 10 most important characteristics of servant leaders:

Listening

Conceptualization

Empathy

Foresight

Healing

Stewardship

Awareness

Commitment to the growth of people

Persuasion

Building community

Characteristics Of Servant Leaders

1. *Listening*

Commitment to listening and what they're saying. Give people your full attention, take notice of their body language, avoid interrupting them before they've finished speaking, and give feedback.

2. Empathy

Strive to understand other people's intentions and perspectives. Put aside your viewpoint temporarily, valuing others' perspectives, and approaching situations with an open mind.

3. Healing

Supporting others both physically and mentally. Make sure that your people have the knowledge, support and resources they need to do their jobs effectively, and that they have a healthy workplace . Then take steps to help them be happy and engaged in their roles.

Characteristics Of Servant Leaders

4. *Self-Awareness*

Look at yourself, think deeply, your emotions and behavior. Considering how they affect the people around you and align with your values. Know your strengths and weaknesses and seeking feedback. Learn to manage your emotions and consider how your actions and behavior affect others.

5. *Persuasion*

Servant leaders use persuasion – rather than their authority – to encourage people to act. They also build consensus in groups , so that everyone supports decisions.

Characteristics Of Servant Leaders

6. *Conceptualization*

Look beyond day-to-day realities to the bigger picture. Recognize or develop a robust organizational strategy . Create mission and vision statements for your team and make it clear how people's roles tie in with your team's and organization's long-term objectives. Develop long-term focus.

7. *Foresight*

Foresight is identifying what's happening now and understand the consequences of your decisions. Use tools such as SWOT Analysis and PEST Analysis to think about your current situation and environment, while Scenario Analysis helps you understand how the future could play out. Use the ORAPAPA checklist when you make a decision and considered all the angles. Trust your intuition – if your instinct is telling you that something is wrong, listen to it!

Characteristics Of Servant Leaders

8. *Stewardship*

Take responsibility for the actions and and be accountable for the role team members play in your organization.

Take time to think about your own values, as well as those of your organization, so that you know what you will and won't stand for.

Also, lead by example by demonstrating the values and behaviors that you want to see in other and have the confidence to stand up to people when they act in a way that isn't aligned with them.

Characteristics Of Servant Leaders

9. Commitment to the Growth of People

Commit to the personal and professional development of everyone on the team.

Use training needs assessments to understand developmental needs and develop the skills needed to work effectively. Recognize other's personal goals and assign projects or additional responsibilities that provide opportunities achieve them.

10. Building Community

Provide opportunities for people to interact with one another across the organization.

Think social interactions. Encourage people to take responsibility for their work and remind them how what they do contributes to the success and overall objectives of the organization.

Break

Situational Leadership

Situational Leader

Created by Paul Hersey and Ken Blanchard while working on *Management of Organizational Behavior*. The theory was first introduced in 1969 as "Life Cycle Theory Of Leadership".

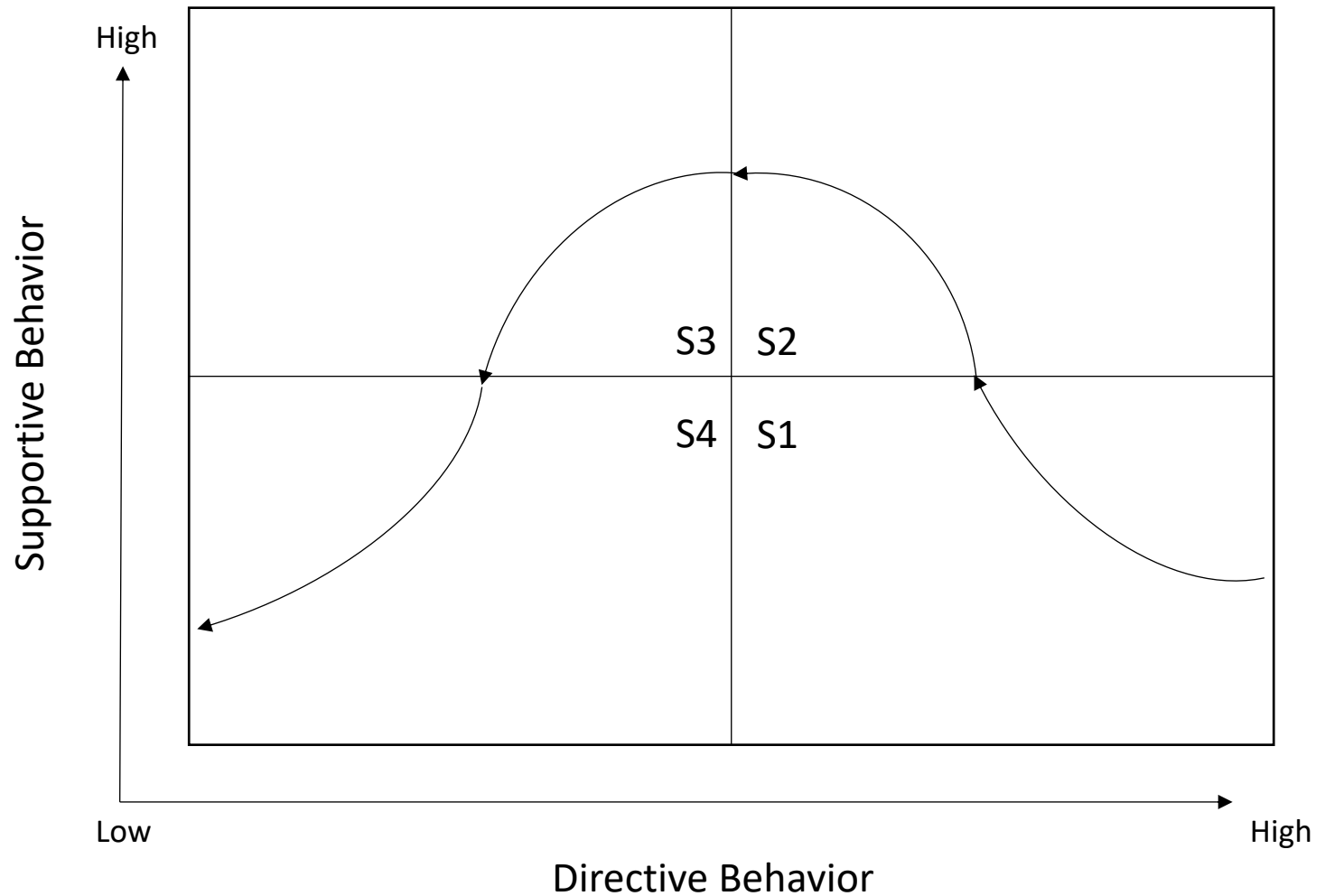
Hersey and Blanchard indicate that many factors are decisive for the style of leadership. It is not just the personal characteristics of the leader that are decisive; those of his employees are too. In addition, the situation is determinative, and the leadership style depends on this.

Employee Maturity

Situational Leaders balance the independence of employees on several factors that describe “maturity”

1. Experience
2. Knowledge
3. Skills
4. Motivation

Situational Leadership Model (SLM)



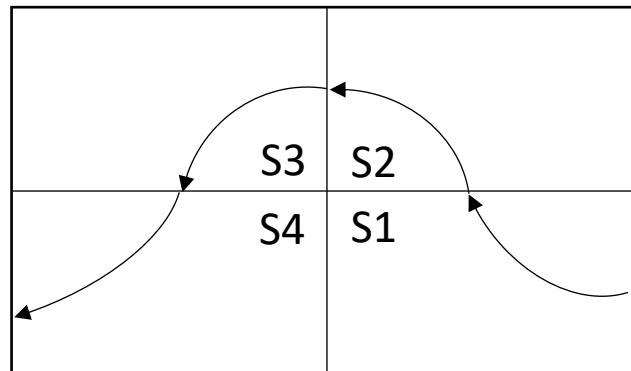
Levels Of Maturity

S1. Directing: a lot of direction by the leader and little support; low competence and low motivation.

S2. Coaching: a lot of direction by the leader and a lot of support; low competence and high motivation.

S3. Supporting: little direction by the leader and a lot of support; high competence and low motivation.

S4. Delegating: little direction by the leader and little support; high competence and high motivation.



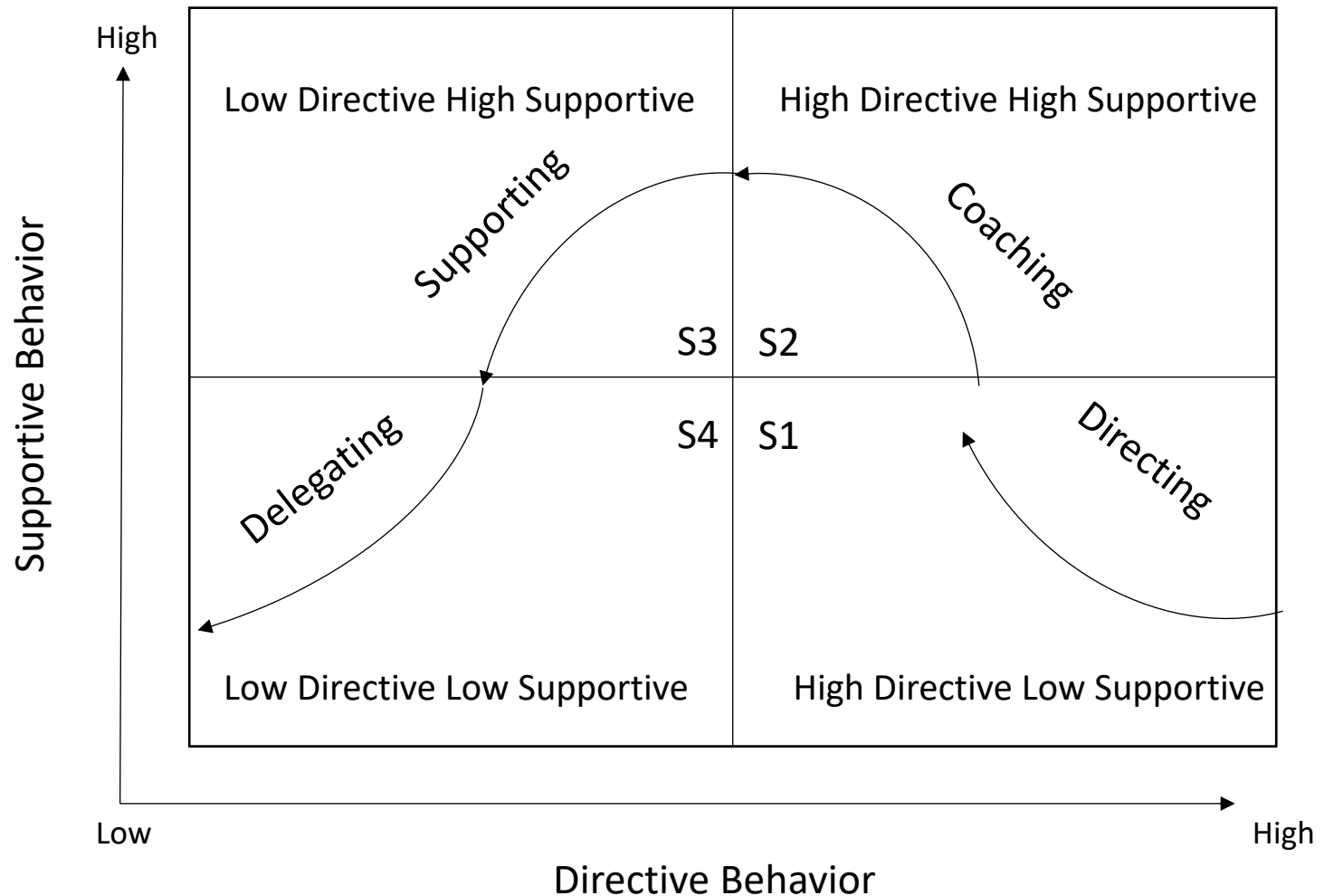
Situational Leadership Model

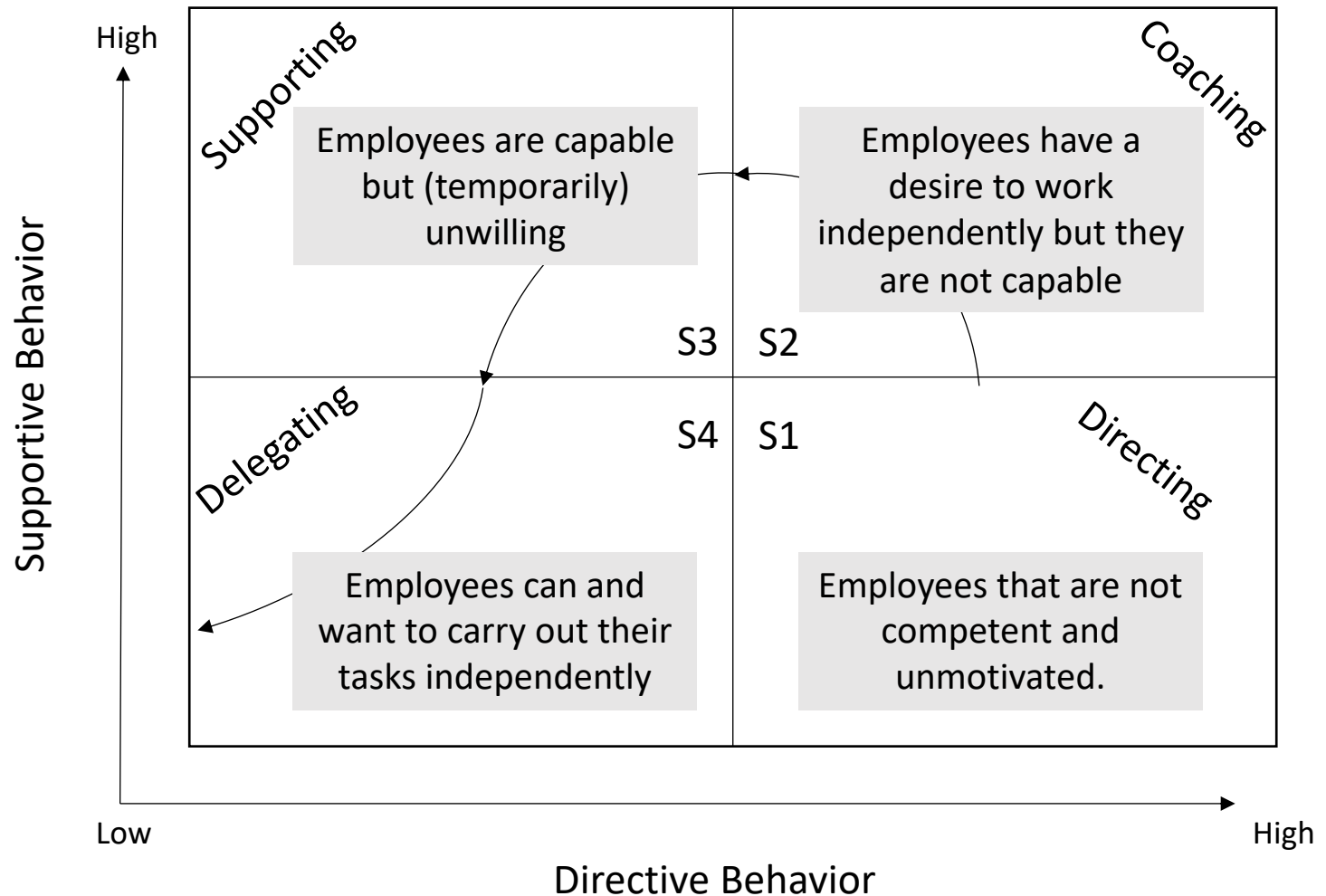
According to Hersey and Blanchard a leader must adapt his style to level of maturity of the employee.

As the maturity increases, the independence of the employee also increases accordingly.

Consequently, four leadership styles are created within situational leadership.

Situational Leadership Model (SLM)





Situational Leadership

Core Competencies

- Diagnose an individual's performance to complete a specific task
- Adapt leader behavior based on the diagnosis
- Communicate an influence approach in a manner that followers can both understand and accept
- Advance by managing the movement toward higher performance

Break

Transformational Leadership

Transformational leadership was started by James V. Downton in 1973. He was the first to coin the term. This was later added to by James Burns in 1978.

Bernard Bass (1990) added even more to the concept. This is known as "Bass's Transformational Leadership Theory"

- Transformational leadership is a leadership style that inspires positive changes in those who follow.
- Transformational leaders are generally energetic, enthusiastic, and passionate. Not only are these leaders concerned and involved in the process; they are also focused on helping every member of the group succeed as well

Transformational Leadership

Transformational leadership is a model of leadership that relies on the encouragement of a team to realize overall success. By raising a team's morale and self-confidence, the team can then align itself to an overall vision or common purpose.

Individualized Consideration

The IC leader is caring, empathetic, listens actively and is a strong communicator who provides challenges and opportunities for others. Individualized treatment reflects the leader's ability to diagnose their follower's developmental needs/desires and to design a strategy to elevate those followers to higher levels of potential and performance.

Intellectual Stimulation

The IS leader encourages their followers to think through issues for themselves and to consider different approaches or angles not previously used to solve problems so that the followers develop their own abilities.

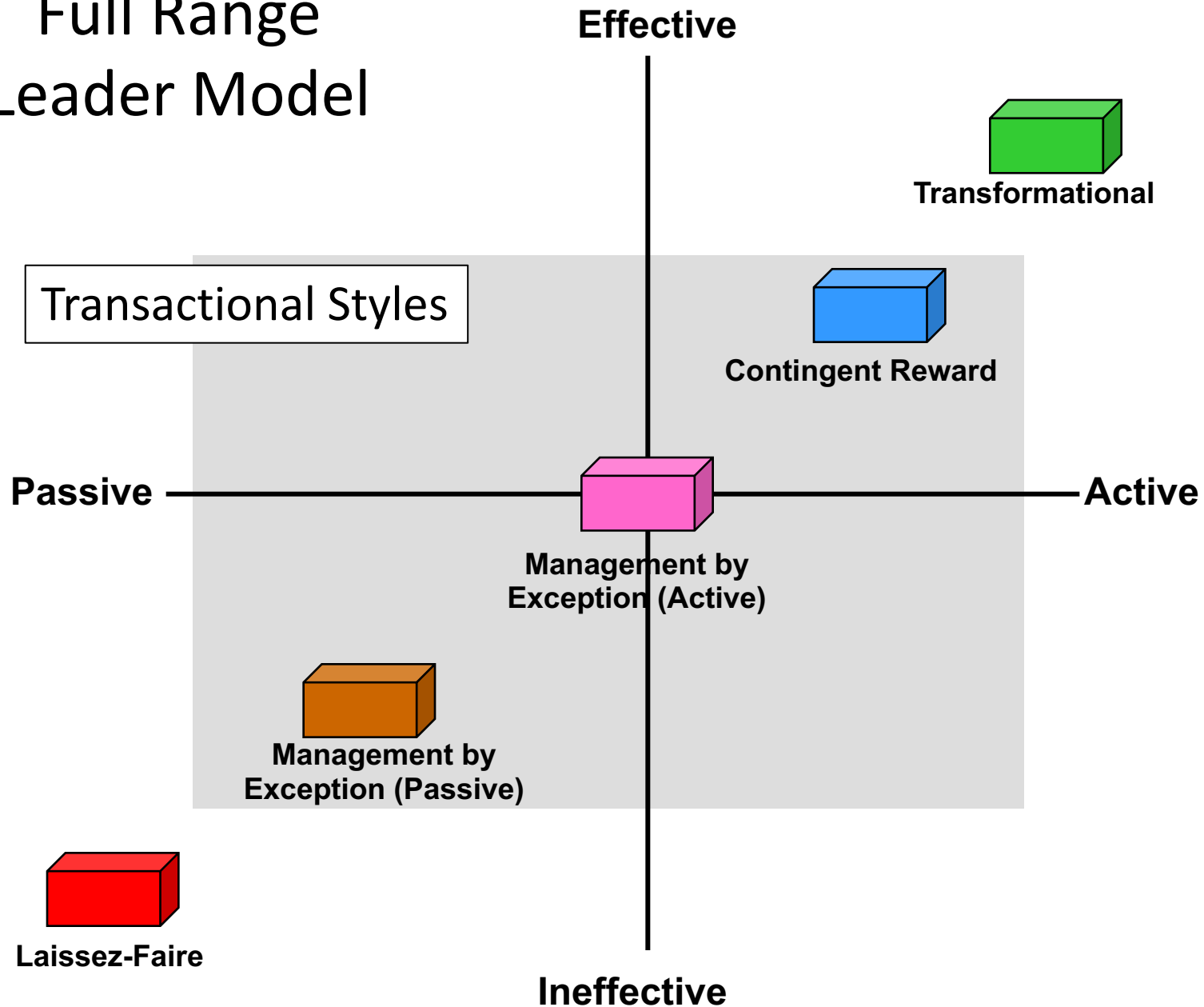
Inspirational Motivation

IM leaders motivate followers to achieve extraordinary levels of accomplishment both in terms of performance, as well as, their own development through the IM leader's energy, initiative, perseverance, and ability to envision the future.

Idealized Influence

Idealized Influence represents the highest level of transformational leadership. Followers have total trust in the leader, emulate the leader's behavior, assume the values the leader portrays, and are favorably disposed to achieving the leader's vision – even if sacrifice is necessary.

Full Range Leader Model



What are you more aware of now
about your leadership style?